

# **EXHIBIT 44**

to the Declaration of  
Dean M. Harvey in Support of  
Plaintiffs' Opposition Briefs

**REDACTED VERSION**

DOCUMENT

PLACEHOLDER

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# **Adobe®** 2005 Performance, Salary & Stock Focal

**Theresa Townsley**  
**Donna Morris**  
**Ellen Swarthout**

February 2005

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# Agenda

- **High-level Timeline**
- **Talent Review Process**
- **Focal Training Overview**
- **Global Market Analysis**

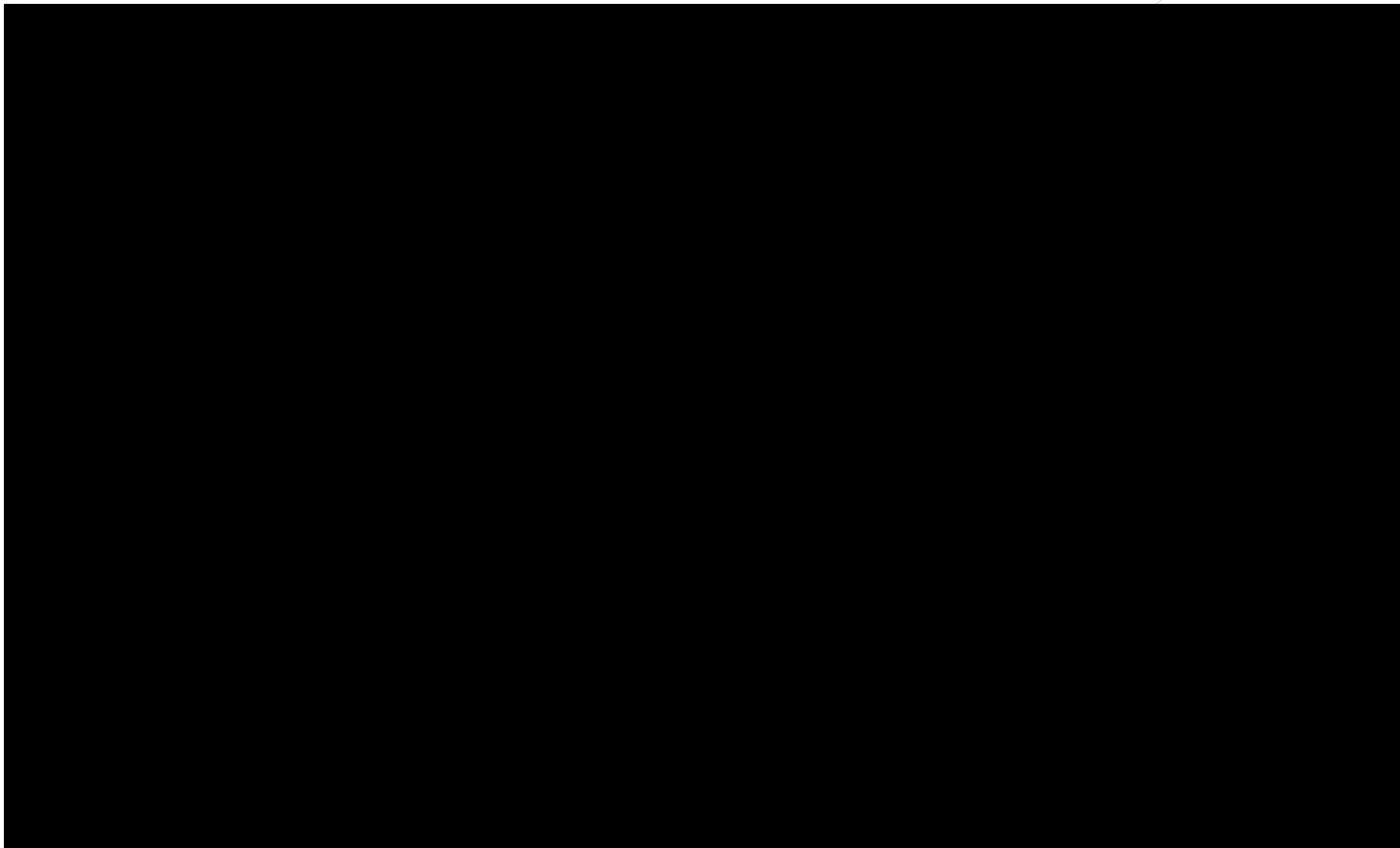


# High-level Timeline

- **Feb. 21:** All managers receive email to kick-off the Performance, Salary & Stock Focal process
  - **Mar. 14 – 30:** To learn about the Focal process, all new managers and new employees attend general sessions, other managers and employees reviewing online resources
  - **Mar. - June:** Managers can attend a training session to learn how to have a more effective performance discussion
- 



## High-level Timeline (cont.)



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# **Adobe Talent Review**

## ***Integrating with Strategy and Operations***

**Donna Morris**

Senior Director, Talent

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# Evolving the Discussion



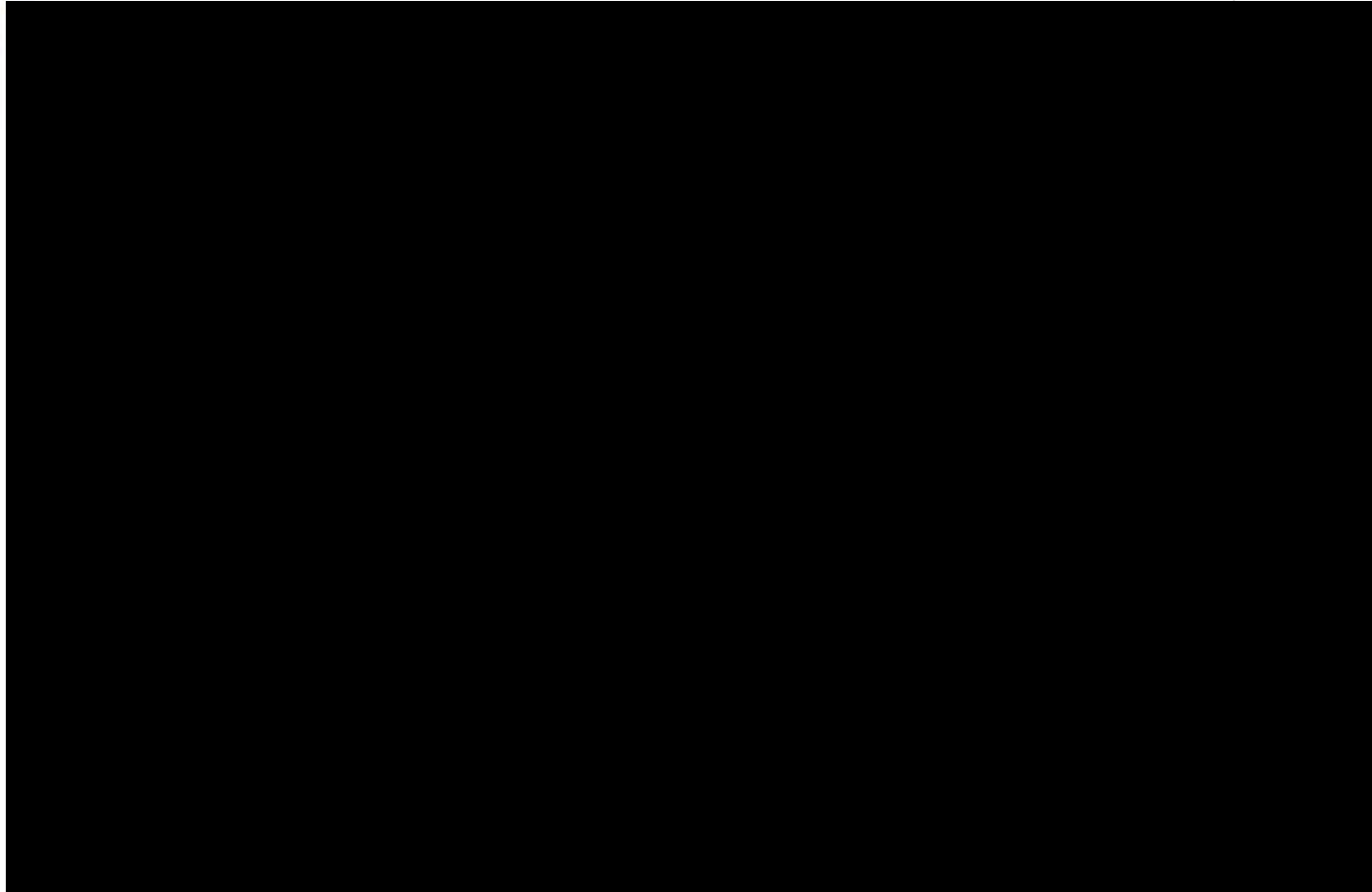
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# Talent Review & Ranking

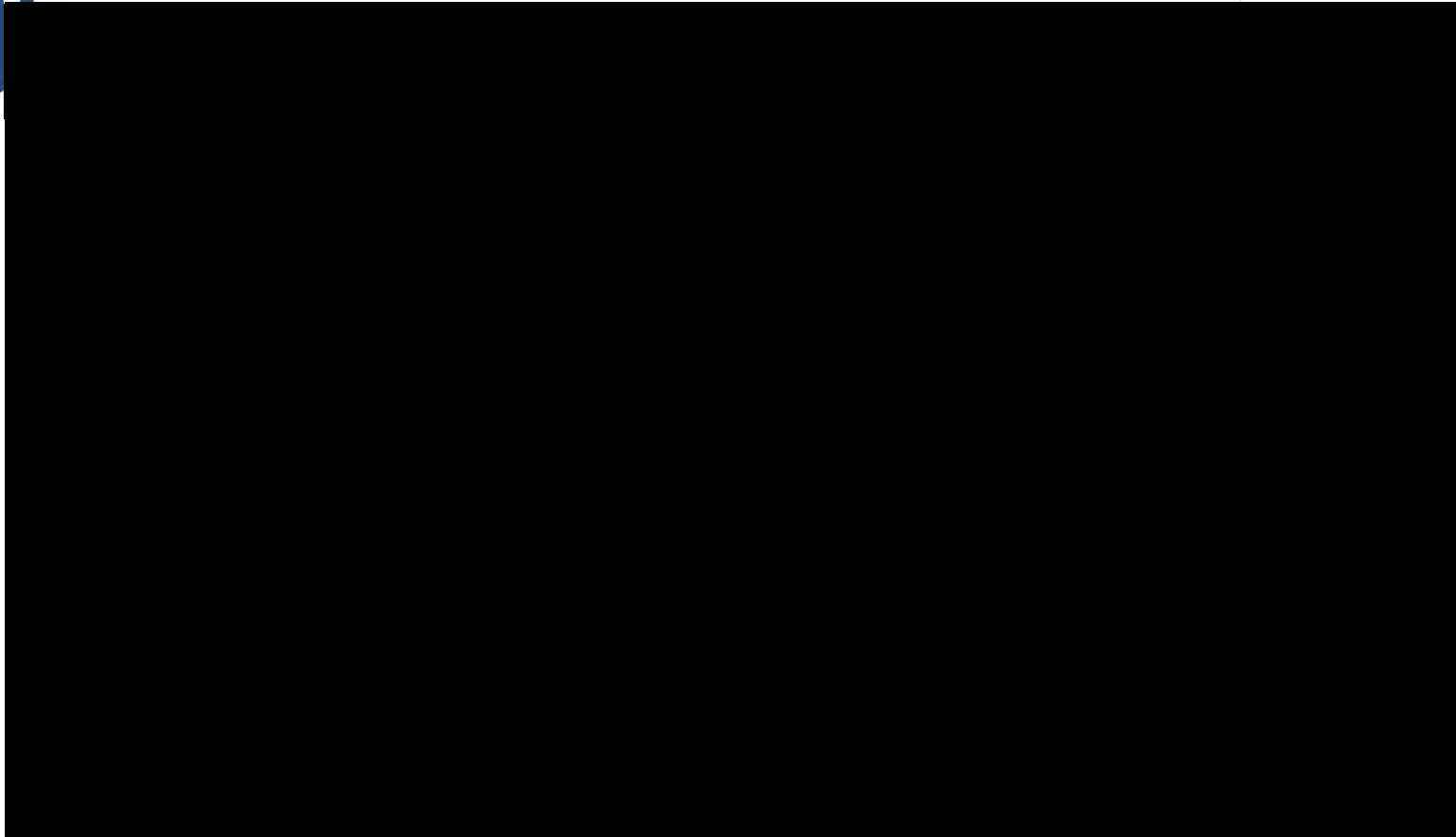


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# Talent Review & Ranking (cont.)

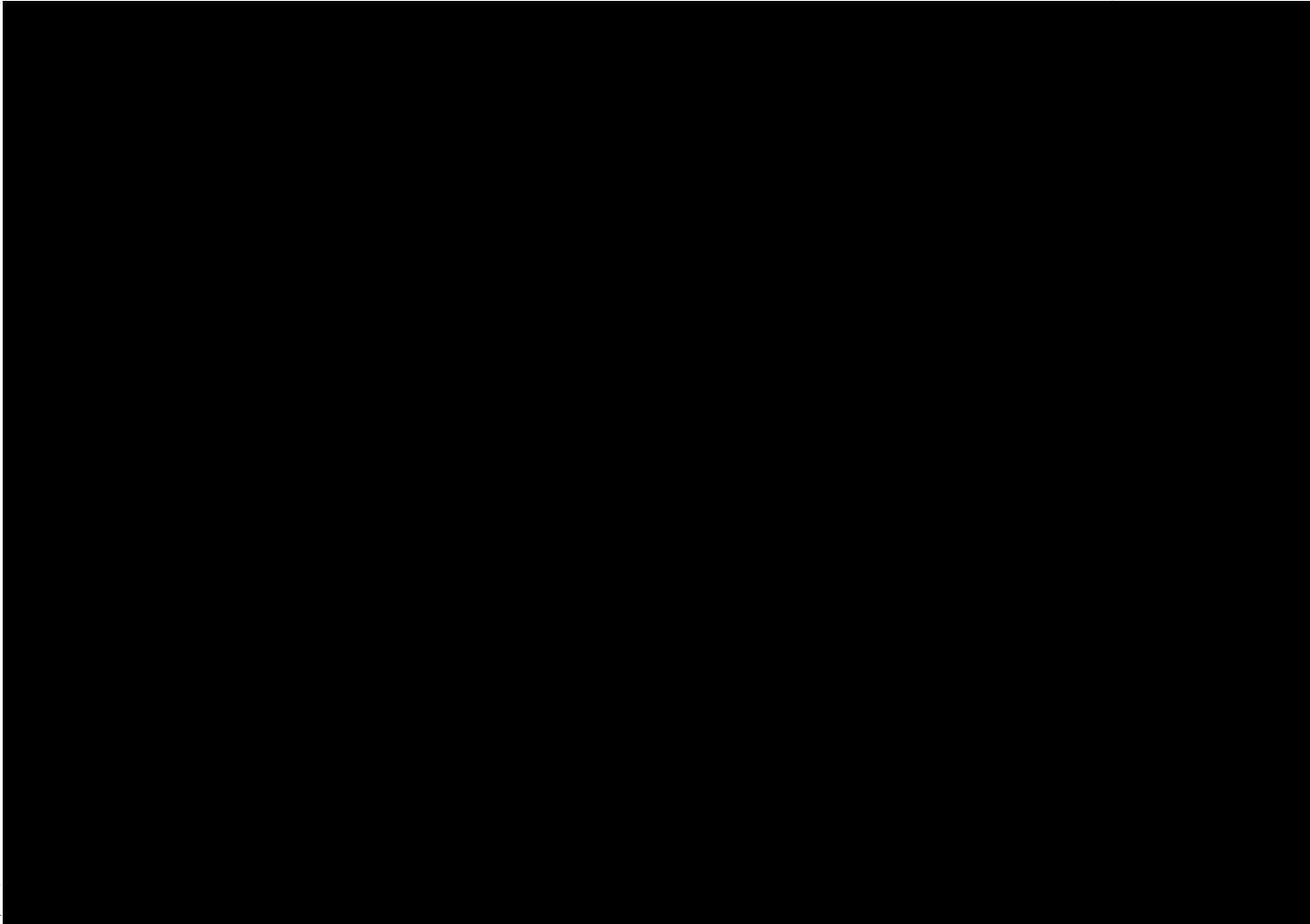


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# Talent Review Cycle



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## Focal Training Overview

- **Based on feedback from 2004, the focus of training will shift from “process” to “delivering effective performance feedback”**
- **Focal “Process” information will be available online and a few in-person sessions for new managers**
- **Performance feedback training will be held from March through June, and then ongoing**
- **KTB (Knowing the Business) session on Compensation in late April**



# Global Market Analysis

**Ellen Swarthout**

Director, WW Compensation

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## Compensation Philosophy

- To ensure we can **attract and retain talented and motivated employees** throughout the world partnering in our success, we provide competitive “Total Compensation” programs as appropriate to each country in which we do business.

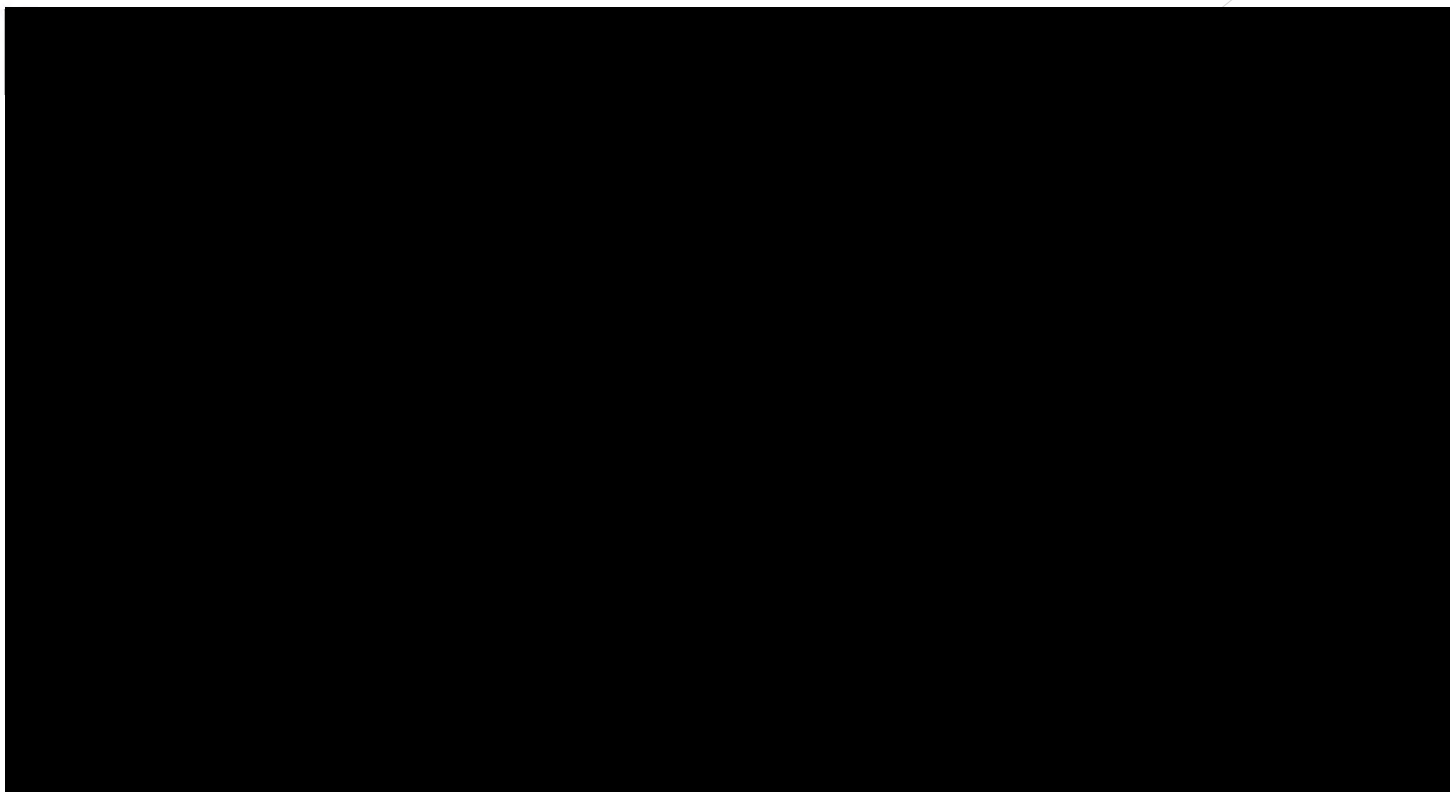


# Compensation Philosophy

- **We are committed to the following principles:**
  - We share our success with our employees.
  - We offer competitive total compensation based upon practices for our industry and local markets in which we compete, while preserving Adobe's financial strength.
  - We provide a work environment including the tools, training and relevant information that supports a high level of personal and organizational productivity.
  - We work together as individuals, managers and teams to define goals, and hold ourselves accountable for objectives we set.
  - We fairly and regularly assess performance results and differentiate rewards based on performance.
  - We recognize and reward results and contributions tied to the success of the company and in support of company values.
  - We offer competitive benefits geared toward individual needs, flexibility, competitive environment, and cost effectiveness.
  - We offer or participate in programs, which allow employees to effectively plan for and manage their financial futures.
  - We communicate the goals, features and value of our programs.



# Methodology



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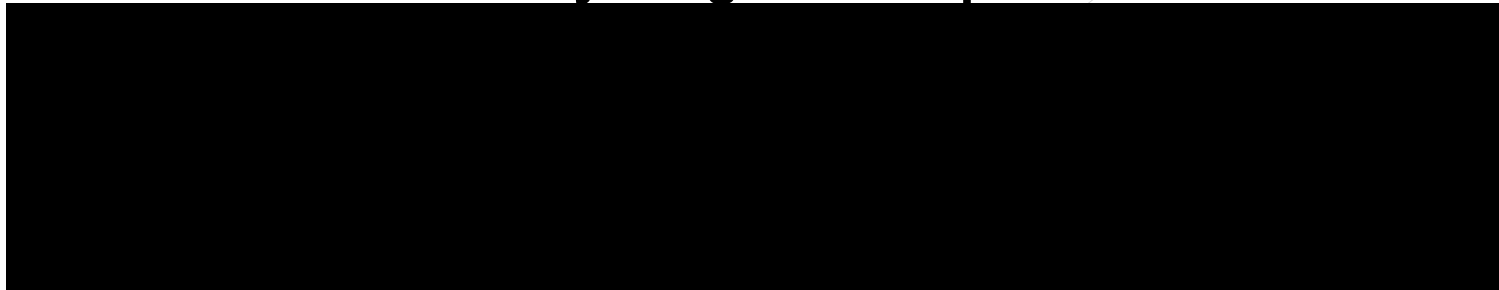






## Methodology (cont.)

- **Worldwide salary range development**

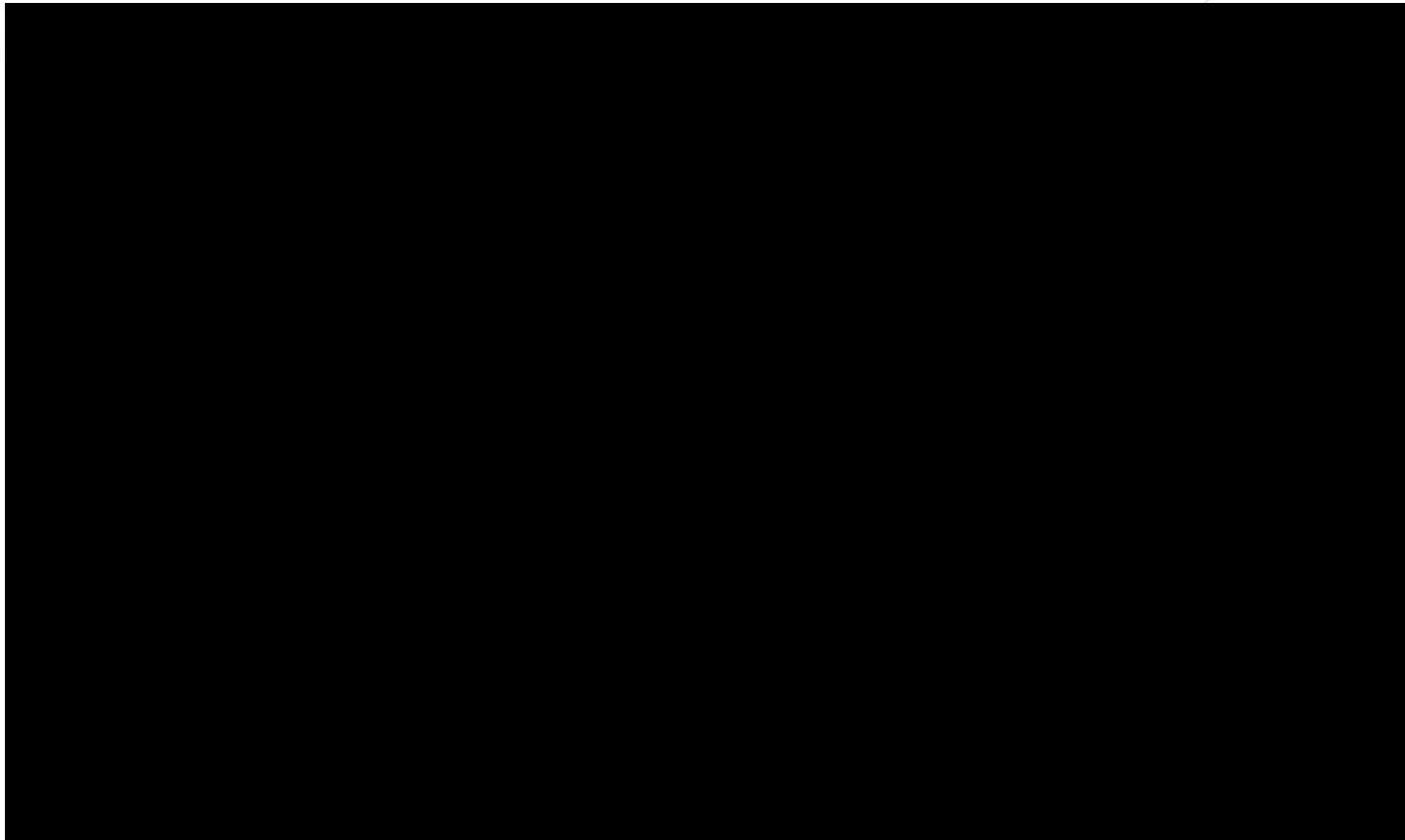


- **Salary Budget Considerations**

- Compensation philosophy
- Current employee ranking and position in ranges
- External equity – market competitiveness
- Adobe's financial state and economic conditions
- Out of cycle adjustments and promotions



# Findings – Salary Budget Surveys

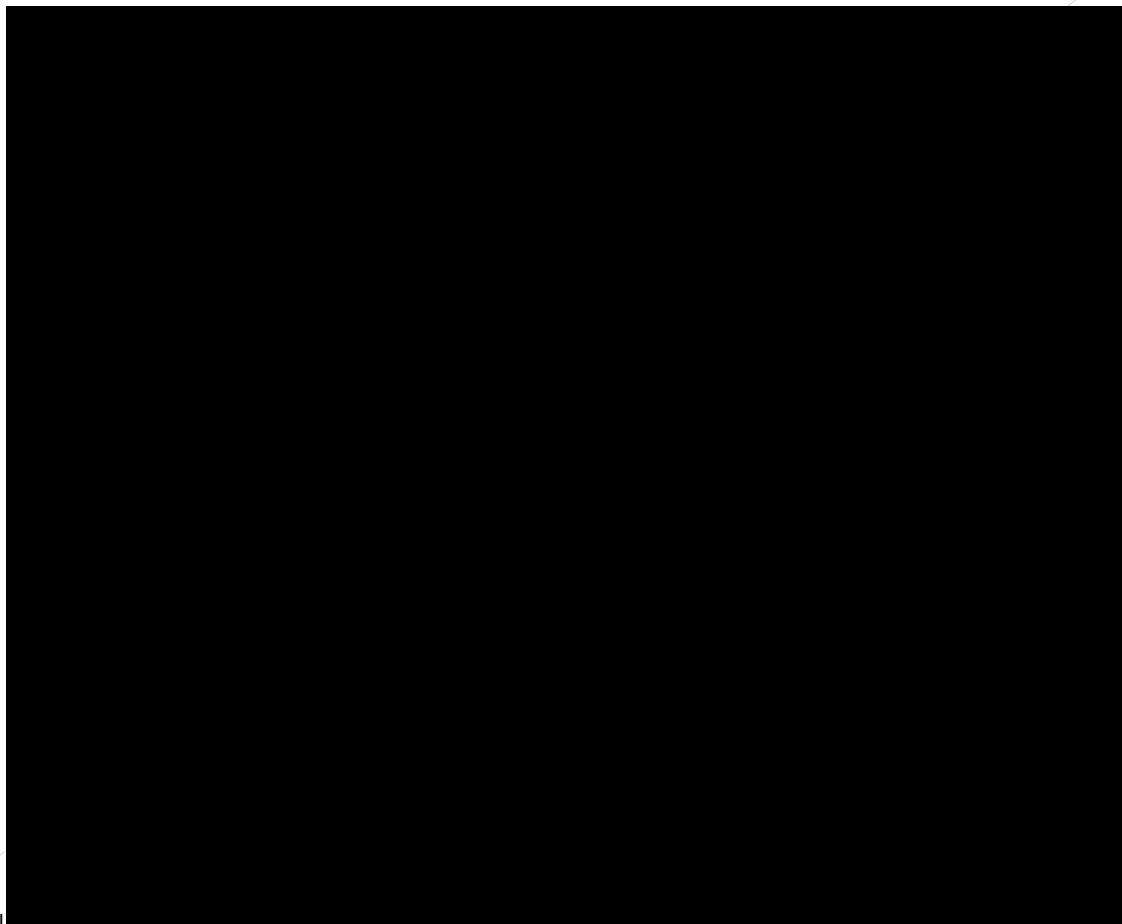


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# Findings –Position to Market by Select Areas **(Updated Information)**

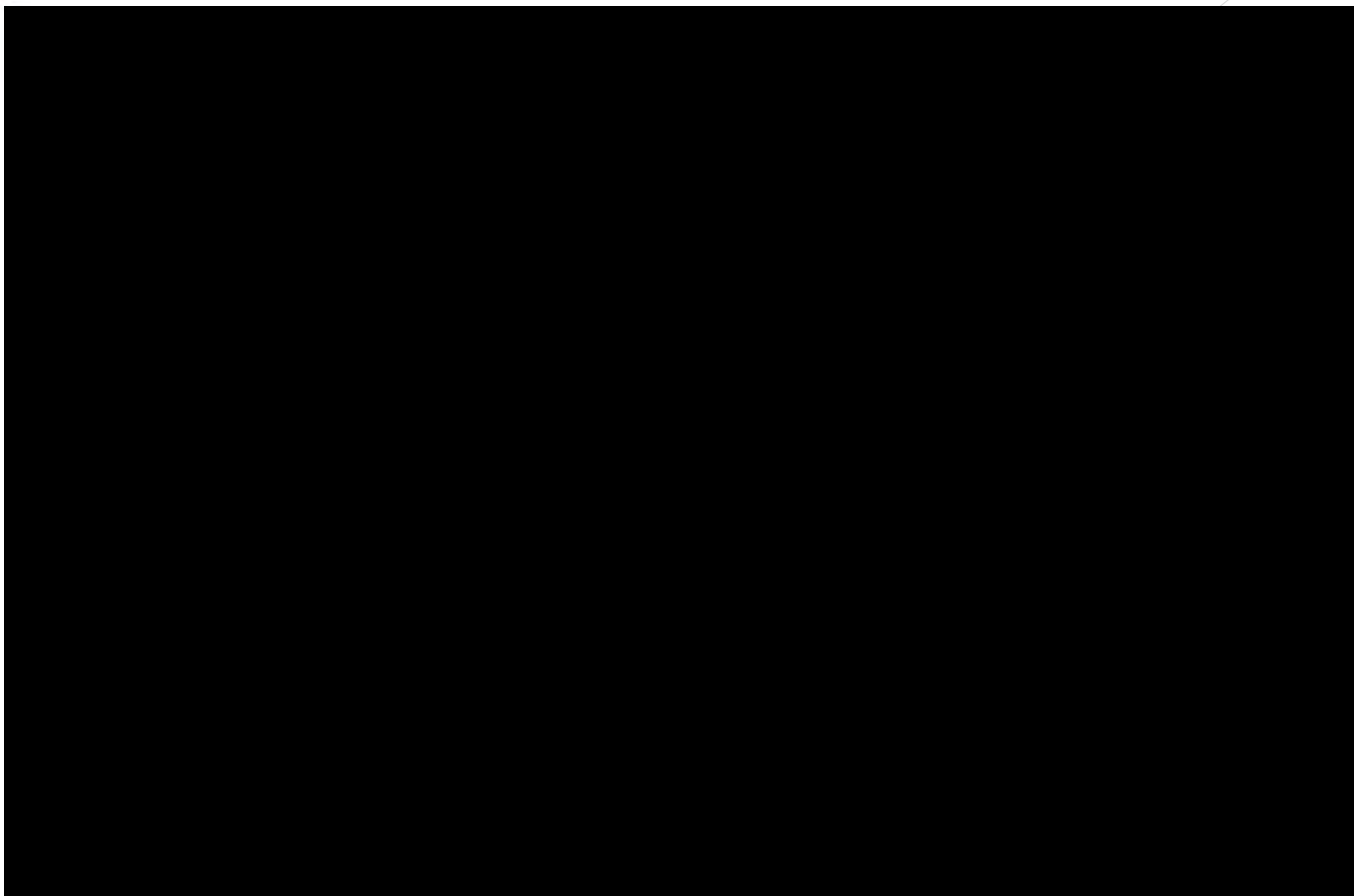


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# Findings – WW Position to Market **(Updated Information)**

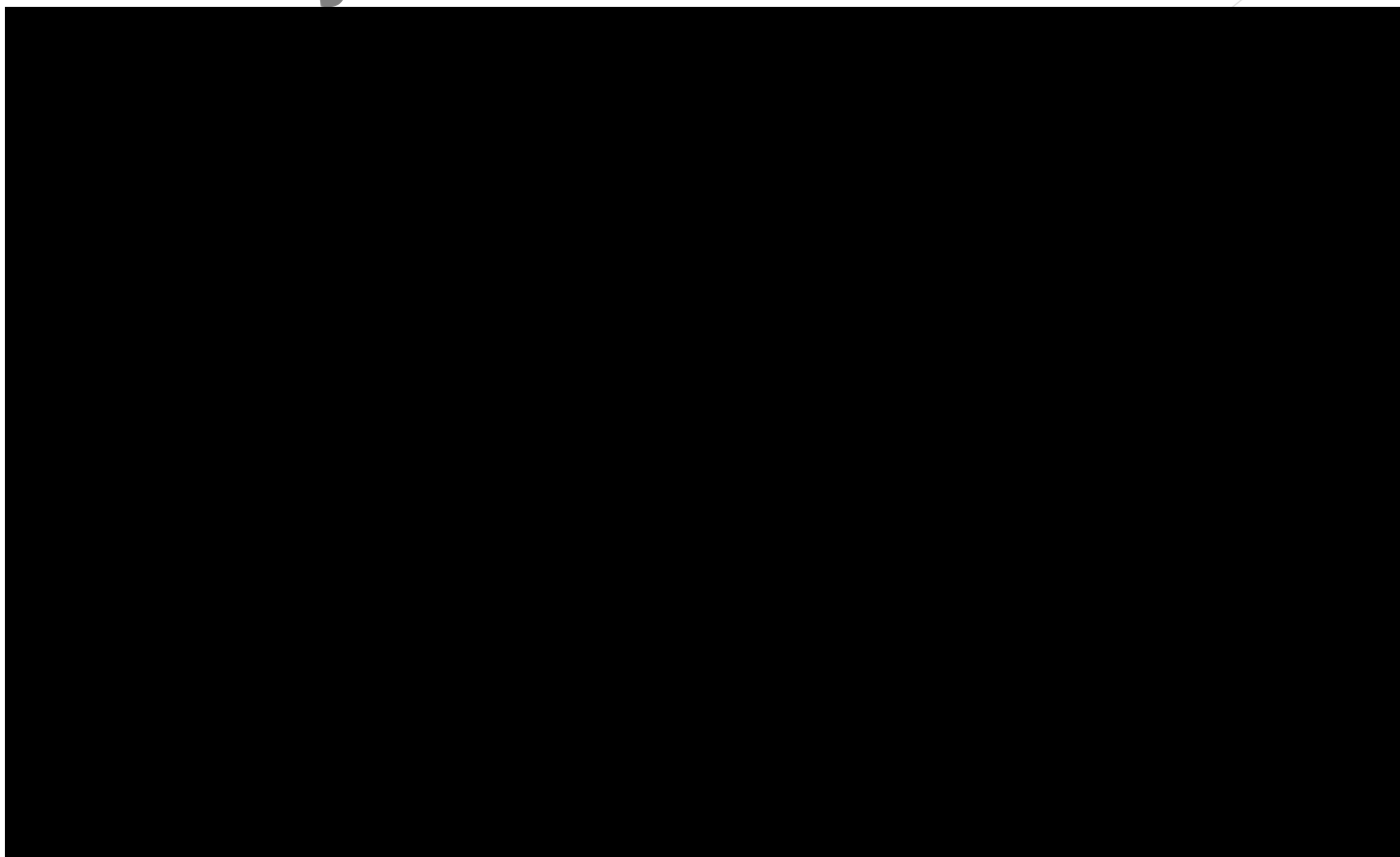


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# Salary Matrices **(New Information)**

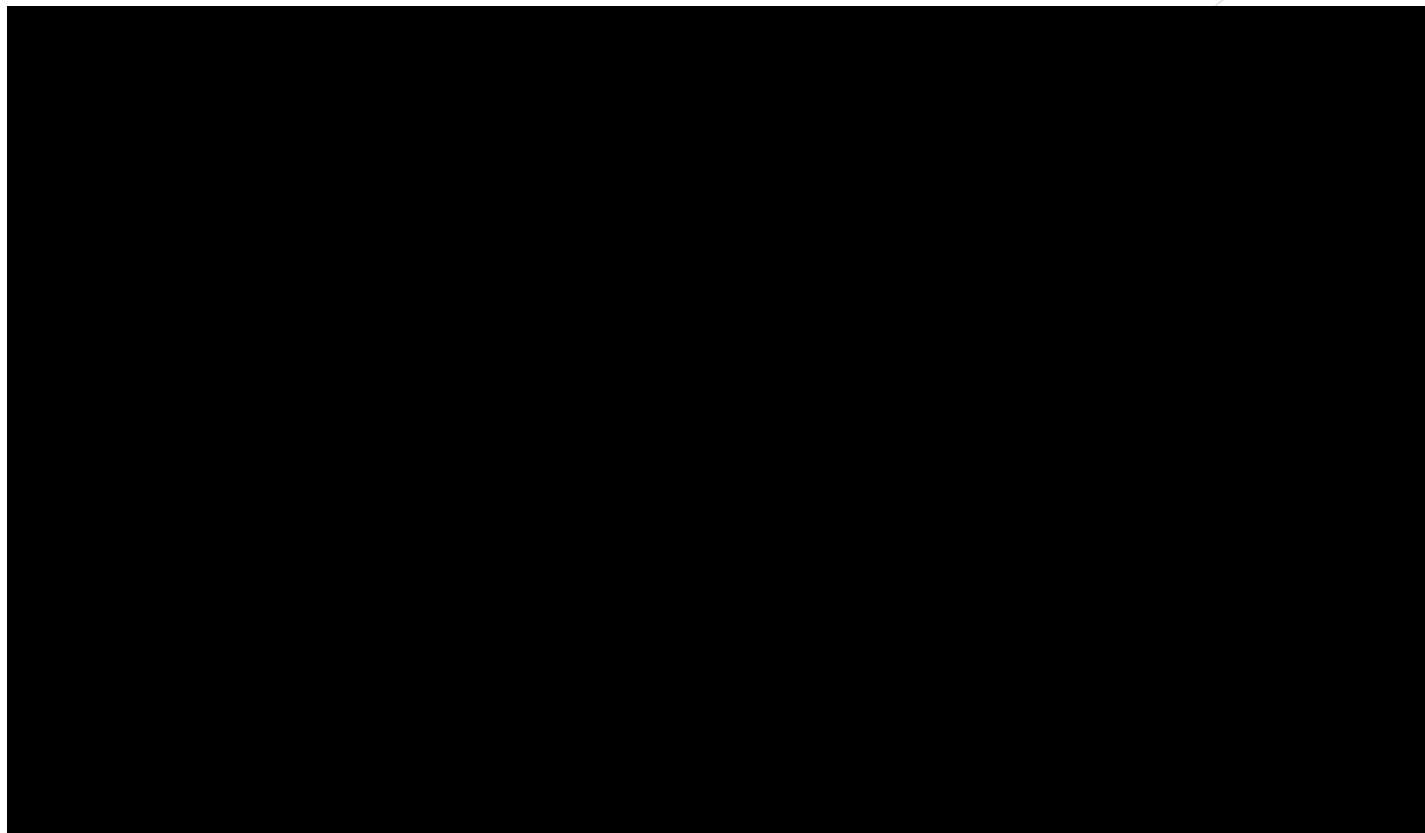


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# Salary Matrices (New Information)



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# India and China



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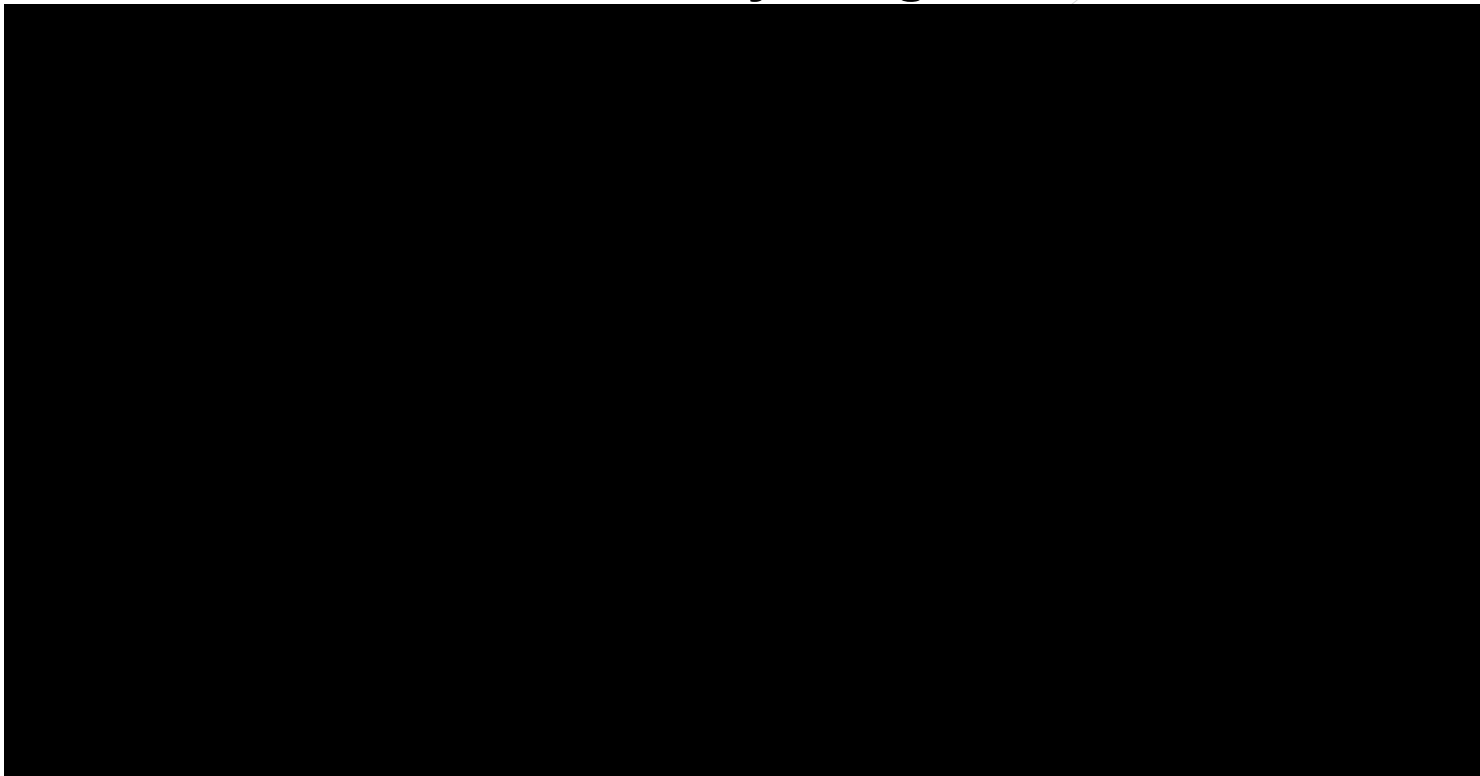


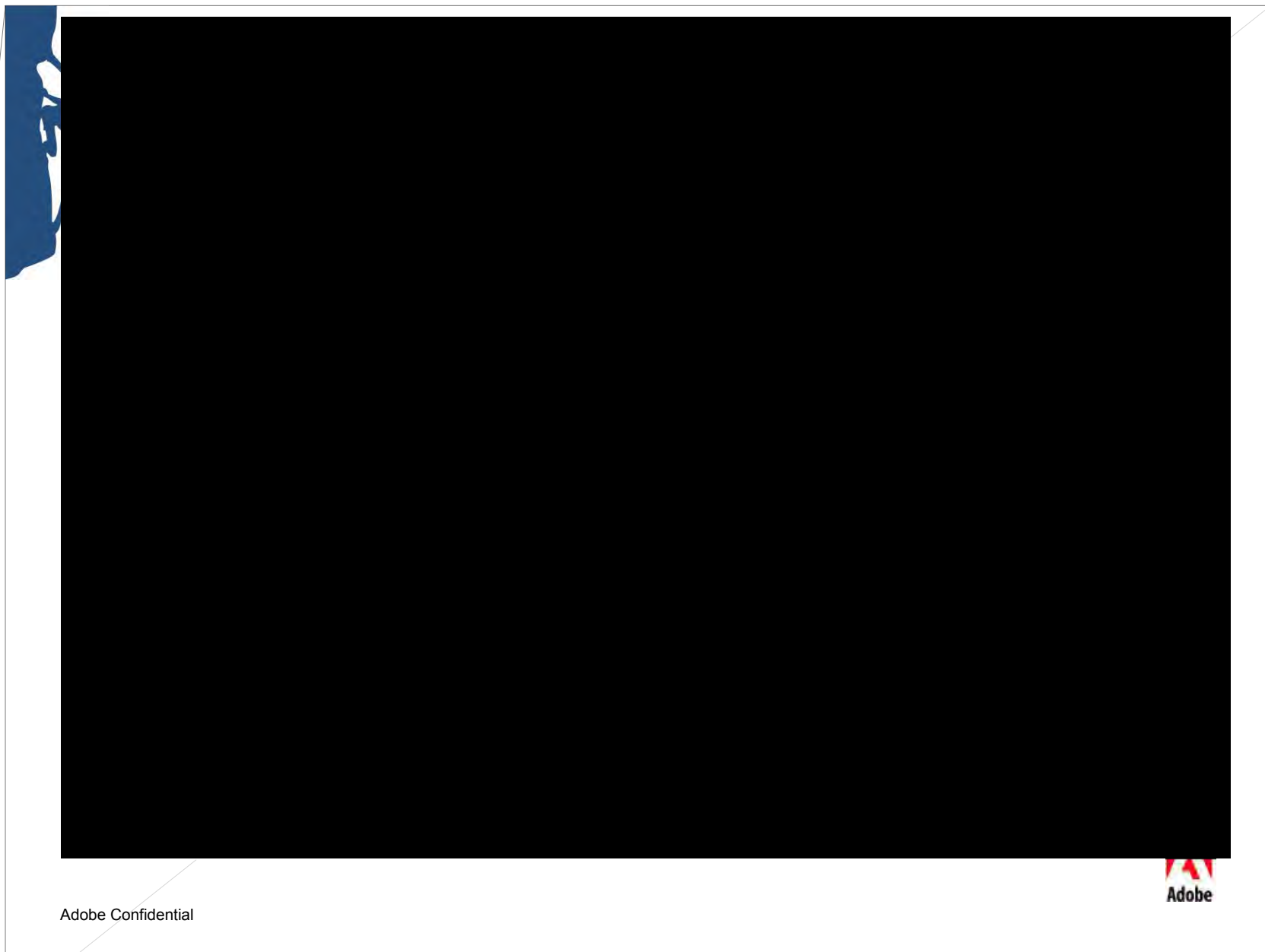


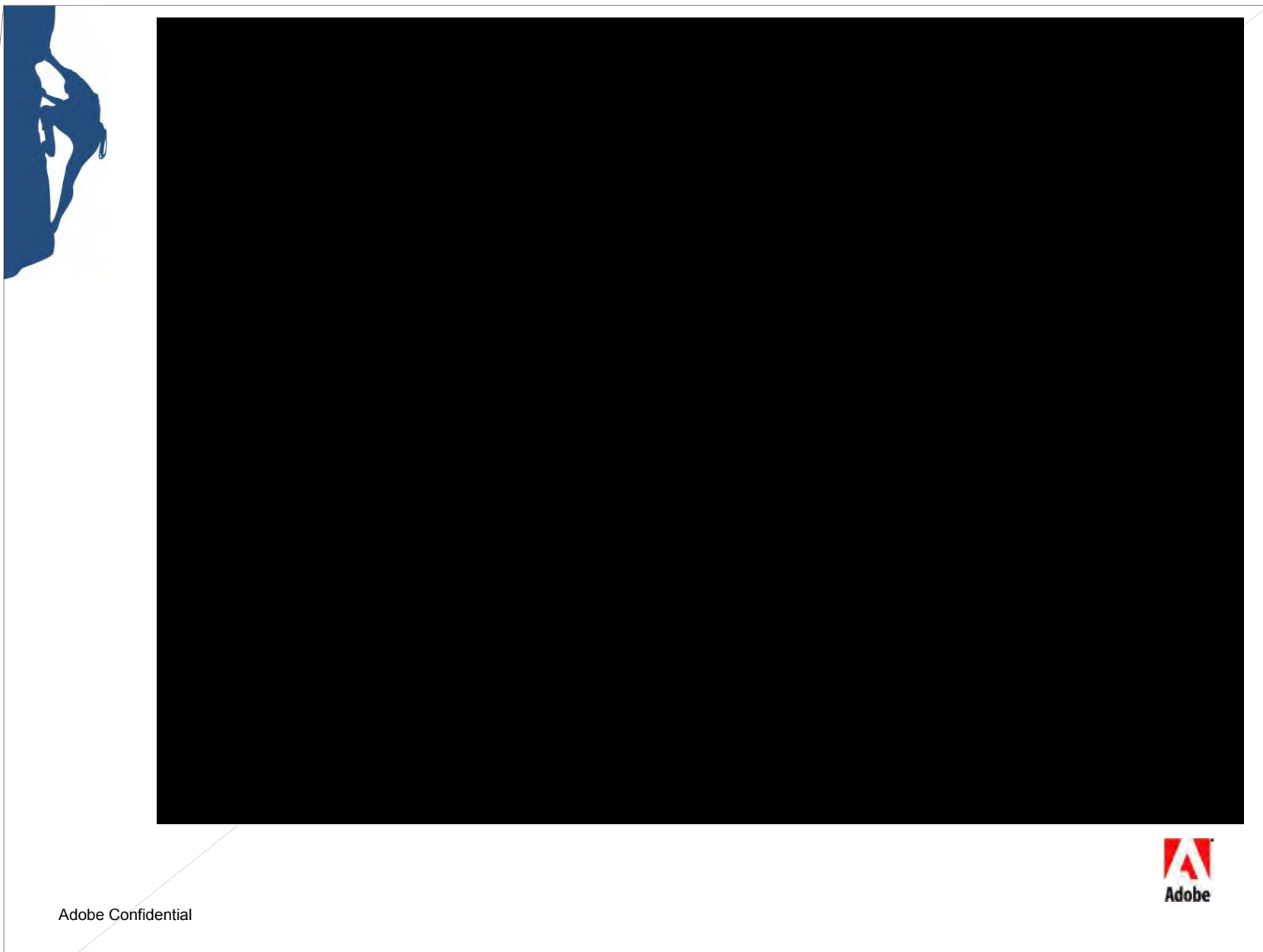


# Recommendations

- **Recommend total salary budget for FY05 of 5%**







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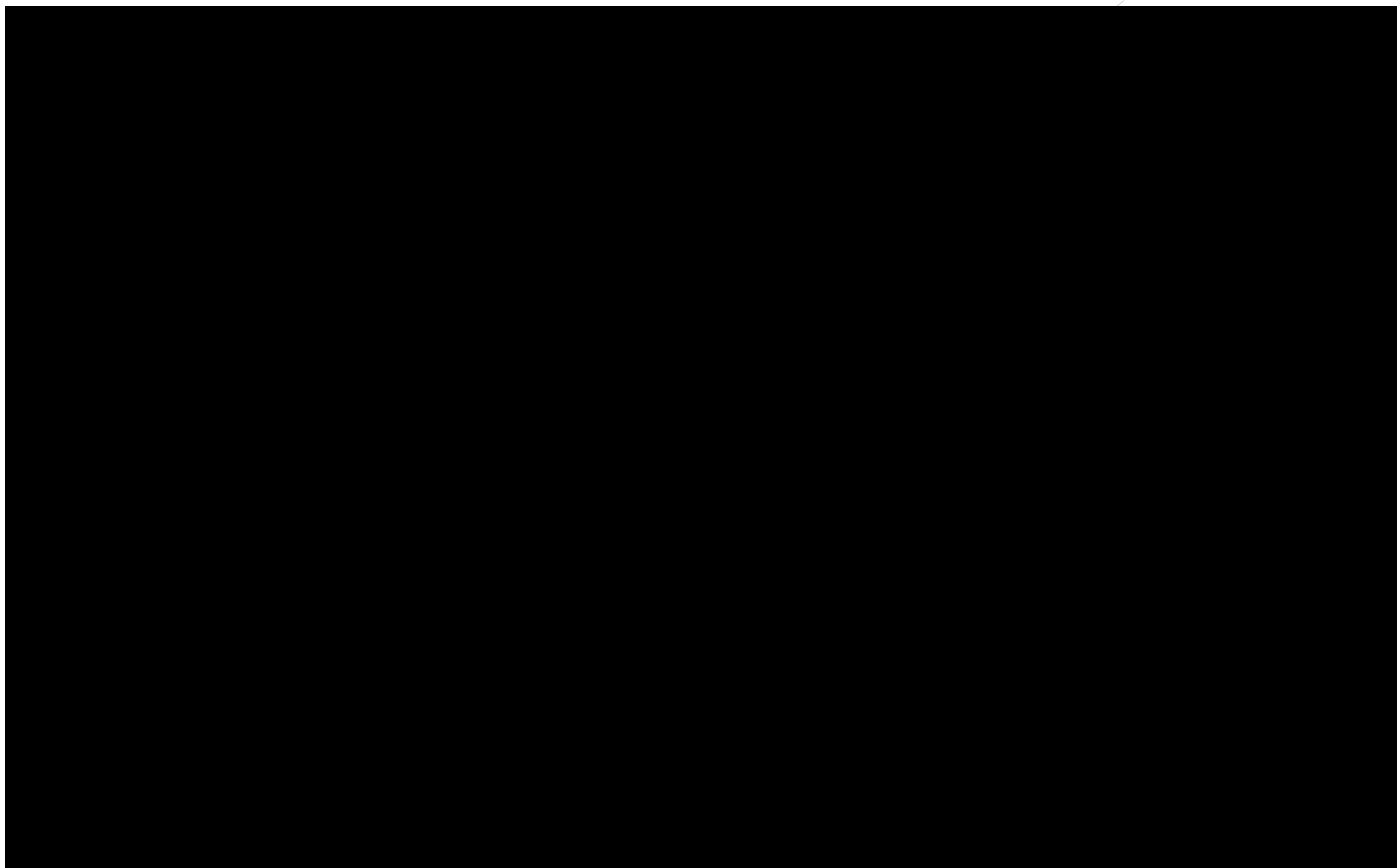


# Total Salary Budget- 5% Salary Budgets by Country

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# Market Projected Salary Budgets



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# Rise to the Challenge